DD/A Registry
78-1289/3

1 1 APR 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake
                              Deputy Director for Administration

SUBJECT: "Perspectives for New Supergrades"

1.   In response to your note of 6 April, the Office of
Training has revised somewhat and expanded considerably the
draft outline and schedule of "Perspectives for New Supergrades."
We hope you will agree with us that as now presented it
represents both the thrust and content you desire.

2.   Central to the design of the course are the four
small group and plenary discussion sessions. In meeting the
stated objectives of "exposing them to the unique responsi-
bilities and problems related to their new status and to
stimulate nonparochial approaches to Agency problems," we
determined that this format would allow the participants to
share with one another the considerable knowledge and experi-
ence they bring to the course most quickly and effectively.
We also acknowledge the parochialism that results in officers
knowing little of what occurs outside their office, much
less their directorate. What supergrades do have in common
is responsibility for directly managing Agency resources and
personnel. Therefore, we selected four broad discussion
questions of concern to every senior manager, and programmed
the discussion groups on each to precede the relevant formal
presentations. We selected as speakers Agency officers we
consider to have a one-Agency perspective. Our desire is
that participants will become more sensitive to their colleagues'
responsibilities and activities, and have a clearer realization
that all are drawing upon a single resource package and
working towards accomplishment of the same mission.

3.   You spoke of the Midcareer Course as a basis for
comparison. That program does not assume either the experi-
ence or the common managerial responsibilities of supergrades,
and therefore schedules a broad array of speakers representing
all Agency components as well as many outside institutions

CONFIDENTIAL

Separate to Unclassified
upon removal of attachment

E.2 IMPDET CL BY 019924

SUBJECT: "Perspectives for New Supergrades"

to present the information generating subsequent discussion. The common goal of "Perspectives for New Supergrades" and "Midcareer Course" could be said to break down the unwarranted compartmentation existing within the Agency, and open new channels of communications, understanding, and cooperation. However, the approach is quite different to reflect the distinctly different participants.

4.   In comparing our proposed course with the Executive Program in National Security to be conducted ▉▉▉▉▉ in 25X1A August, basic differences in approach are evident. We believe our proposed course's emphasis on CIA, the Intelligence Community and their interrelationships is warranted by the significant problems posed by the parochialism and insulation within CIA that have characterized the Agency. ▉▉▉ 25X1A goals are much broader, and we would suggest that we defer such an approach in any Agency-conducted program until we have made more real progress on our immediate problem.

25X1A

John F. Blake

Attachment
  Draft Schedule (C)

Executive Registry
78-1050/3

Distribution:
  Orig & 1 - DCI, w/att
          1 - DDCI, w/att
          1 - ER, w/att
          2 - DDA, w/att

Fine - ensure that all speakers leave ample time for descussion - not just lecturing — [signature] 18 APR 1978

DDA Distribution:--4/19/78
  Orig - DTR (by hand)
    1 - Subj

2

SUBJECT: "Perspectives for New Supergrades"

25X1A

ORIGINATOR:

Harry E. Fitzwater
Director of Training

I 4 APR 1978

Date

ROUTING AND RECORD SHEET

SUBJECT: (Optional)				
Perspectives for New Supergrades			DD/A Registry File Personnel-18/2 78-1050/1	

FROM: John F. Blake Deputy Director for Administration 7D 24 Hqs	EXTENSION 5454	NO. DDA 78-1289/2 DATE 7 April 1978

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Director of Central Intelligence 7D 5607 Hqs	Rec'd Copy per ER			Stan:
2. DCI	Rec'd 7 April	12 APR 1978		Am in receipt of your suggestions of 6 April for a somewhat different approach to the "supergrade course." We will revise accordingly.
3.				Just thought I would let you know that we have already invited Bill Miller and he has enthusiastically accepted. More than that, he wishes to take advantage of the invitation and spend two or three hours looking at the ██████ ████ which he has never visited.
4. DDA				
5. STATINTL				STATINTL ████████
6. STATINTL				John F. Blake
7.				
8.				Att Cy of ref suggestions fr DCI
9.				
10.				Distribution: Orig RS - DCI 1 - DDCI 1 - ER 12 APR 1978
11.				
12.				
13.				
14.				
15.				

ROUTING AND RECORD SHEET

SUBJECT: (Optional)				
"Perspectives for New Supergrades"			**DD/A Registry** File PERS 18-2	

	EXTENSION	NO.
FROM: John F. Blake Deputy Director for Administration 7D 24 Hqs	5454	DATE 14 April 1978

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Director of Central Intelligence 7D 5607 Hqs				Stan:
2.				There is submitted for your review and approval a new course outline for the "Perspectives for New Supergrades." It has been revised so as to include points you raised in your handwritten note of 6 April and also to incorporate one or two other additional matters such as counterintelligence capabilities. A good portion of the original management thrust still remains and paragraph 3 of the memorandum will point out why we believe that thrust varies consider-ably from the approach taken at the Midcareer Course.
3.				
4.				
5.				
6.				
7.				I would urge that you approve this new submission as time is running on and speakers have already been con-tacted. We propose to have the attendees submit critical critiques. We will analyze these upon receipt and furnish you a collective reaction of the attendees. I believe it might be worthwhile then to see if we wish to do any additional restructuring.
8.				
9.				
10.				
11.				/s/ Jack
12.				John F. Blake
13.				Att: DDA 78-1289/3
14.				Distribution: Orig RS - DCI (ret'd 4/19/78 & handed to DTR) 1 - DDCI 1 - ER 1 - DDA Subj 1 - DDA Chrono 1 - JFB Chrono
15.				

PERSPECTIVES FOR NEW SUPERGRADES (Draft Schedule)

25X1A   30 April   ███████████████

25X1A   ███████████████ Dinner & Informal Session.
                     (Class introductions, course objectives and
                     administration)

1 May

0830-1015   Small Group Session No. 1

             Small group meetings are designed to provide
             class members with the opportunity to share
             the data each brings in addressing a series
             of questions. The discussions will be
             organized as follows: The class will be
             divided into three groups, with the member-
             ship of each group changing for each of the
             sessions. Each group will have an optimum
             mix of Directorate representatives. The
             discussion time will be divided into 50 minutes,
             followed by presentations and discussion in
             plenum for 45 minutes.

Topic: The "General Officer" Concept

     1. What qualities are most desirable in the leadership
and management of CIA? Can you distinguish between the qualities
characterizing an effective leader and a good manager?

     2. Should managers be substantively knowledgeable? For
example, are economists best managed by fellow economists,
HUMINT collectors by experienced HUMINT collectors, S&T
analysts by personnel with S&T backgrounds, etc.?

     3. Is there a need for the general officer who crosses
directorates in senior management positions? At what organi-
zational level do you begin identifying personnel as "senior
managers?"

     4. Are Agency officers being properly prepared to manage
and lead the Agency? Identify obstacles to this preparation
that are inherent in existing personnel policies. Is there a
serious effort at career development through rotation, training,
sabbaticals, etc.? Make specific recommendations to improve the
system.

     5. How would you assess the value of lateral entry from
outside into senior management positions? What criteria would
you apply in identifying positions and personnel for such action?

     6. How would you characterize leadership and management
in the Agency today?

E 2 IMPDET
CL BY 029721

1030-1200	The "General Officer" Concept	

A senior officer with Agency-wide experience will discuss the expanding scope of responsibilities and concerns that may confront a supergrade. He will also suggest the new opportunities for an Agency-wide impact on the setting and management of intelligence priorities, resource allocation, and organizational changes. He will point to potential areas for innovative change. He will offer an overview of the impact of recent changes in the organization and management of the Agency and the Intelligence Community, and in resources available.

1200-1300   LUNCH

1315-1430   Agency-Wide Personnel   F. W. M. Janney
             Management

The Director of Personnel will focus on trends in personnel management and, in particular on those changes and modifications being instituted by the DCI that directly impact upon senior managers.

1445-1645   Small Group Session No. 2

Topic: Why CIA?

1.   Develop a clear statement of the Agency's mission today.

2.   What are the unique aspects of that mission? Are there activities that could be conducted as or more effectively elsewhere in Government?

3.   What are the principal barriers to the effective conduct of the Agency's mission? How should these be dealt with?

    Suggested areas of concern:

    Accountability to the public, Congress, and the Executive branch.

    Secrecy and compartmentation.

    Legal restraints.

    Press and public disclosures.

1800-2100   Dinner and informal discussion with
             the DDCI

2 May

0830-1015   Small Group Session No. 3

Topic: Resource Allocation

    1. Are the procedures for the allocation of resources in the Agency effective? List the strengths and weaknesses.

    2. Do you believe that proper shares are being allocated to each functional area (i.e., collection, analysis, R&D, support)? Elaborate.

    3. Do we have effective measures and controls on the use of Agency resources?

    4. In your individual positions, do you have a clearly defined procedure(s) for evaluating commitment of resources?

    5. Do you believe your directorate is more or less efficient in its utilization of resources than other directorates? Why?

1030-1200   Resource Management   James Taylor

    An important responsibility of all senior Agency managers is the determination of resource requirements. This involves complex calculations for assessing needs and balancing the demands of one activity against those of others. New requirements for accountability are inherent in internal and legislative constraints on the allocation of resources. Mr. Taylor will address the issues of resource allocation from his perspective as Comptroller, offering insights into how effectively we now deal with resource issues and the questions managers should be addressing in computing their needs. He will also discuss the significance of the DCI's budgetary powers under Executive Order 12036, and how these impact directly upon the Agency.

25X1A

1200-1300   LUNCH

1300-1430   Oversight--Legal and
                 Organizational

    The era of investigations has resulted in increasing scrutiny of Agency activities, and the creation or expansion of oversight mechanisms. This panel will highlight the explicit nature of these changes, and assess how they impact upon the ability of the Agency to perform its missions.

2 May   (continued)

1445-1645   Small Group Session No. 4

Topic: CIA in the 1980s

    1. What current and future events and trends do you perceive as having the greatest positive impact upon the Agency's ability to carry out its mission? Negative impact?

    2.   Congressional hearings, investigative reporting and the Freedom of Information Act have opened the Agency to broad public exposure. What do you believe are the greatest dangers in this new environment, and how can we counter them? This raises fundamental questions of our counterintelligence capabilities, classification and compartmentation of information, and internal personnel and installation security measures.

    3.   What is the future for HUMINT collection activities with the advent of new sophisticated technical collection systems?

    4.   In maximizing the effective use of Community capabilities, what is the future for SIGINT as an Agency mission?

    5.   What new analytical requirements do you anticipate?

    6. Identify potential changes in the type and allocation of resources and personnel within the Agency.

    7.   In CIA's effort to prepare for the future, what do you expect of the Agency's leadership?

    8.   Anticipate the five problems that will have the most serious impact upon you as a senior Agency manager in the next decade. Suggest preventive measures that can be initiated today.

1800-2100   Dinner and informal session with
                 William Miller, Staff Director of
                 the Senate Select Committee on
                 Intelligence

3 May

0930 (approx)   Leave ▮▮ for HQ   **25X1A**

1600-?   Meet with the DCI and Deputy Directors.

                Concluding Remarks by DCI.

4 May

1730-1930   Reception in Executive Dining Room for class
                members, spouses and senior Agency officials.

Each class member of "Perspectives for New Supergrades" has received a pre-course reading packet containing:

1. Executive Order 12036

2. Statement of President Carter Upon Issuance of Executive Order 12036

3. Senate Bill 2525

4. "History of the Central Intelligence Agency," contained in the Final Report of the Select Committee to Study Governmental Operations with Respect to Intelligence Activities, United States Senate, Supplementary Detailed Staff Reports on Foreign and Military Intelligence, Book IV.

SUBJECT: "Perspectives for New Supergrades"

STATINTL

ORIGINATOR: ███████████████████████   1 4 APR 1978

Harry E. Fitzwater   Date
Director of Training

DD/A Registry
File _Pers 18-2_

Perspectives for New Supergrades

John F. Blake
Deputy Director for Administration
7D 24 Hqs

DDA 78-1289/2

5454   7 April 1978

Director of Central
  Intelligence
  7D 5607 Hqs

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                STATINTL

/s/ Jack

John F. Blake

Att
  Cy of ref sug-
  gestions fr DCI

Distribution:
  Orig RS - DCI w/cy of att
      1 - DDCI w/cy of att
      1 - ER w/cy of att
      1 - DTR w/Orig of att(for action
      1 - DDA Subj w/cy of Att
      1 - DDA chrono
      1 - JFB Chrono
DDA:JFBlake:kmg (7 Apr 78)

EXECUTIVE SECRETARIAT

Routing Slip

DDA

TO:			ACTION	INFO	DATE	INITIAL
	1	DCI				
	2	DDCI		✓		
	3	D/DCI/IC				
	4	DDS&T				
	5	DDI				
⑥	6	DDA	✓			
	7	DDO				
	8	D/DCI/NI				
	9	GC				
	10	LC				
	11	IG				
	12	Compt				
	13	D/Pers				
	14	D/S				
	15	DTR				
	16	A/DCI/PA				
	17	AO/DCI				
	18	C/IPS				
	19	DCI/SS				
	20					
	21					
	22					

SUSPENSE _____
                  Date

Remarks:

STATINTL

Executive Secretary

Date

The Director of Central Intelligence

Washington, D.C. 20505

DD/A Registry
78-1289/1

Jack Blake -

I've relooked at
supergrade course &
think it's too much like
Mid Career warmed over -
Attached are some
typical issues I'd like to
be discussed & broader
horizons. Pls get an
innovative guys to relook at
this - I think you'll
need some outside
people to participate. e.g.
Bill Miller -
Want these guys to see

1) Aspects of other Directorates
(over)

than their own which,
they should understand
& do an Agency for

STATINTL

1. What's the future of Humint
   How does the advent of
   new overhead Sigint
   systems affect Humint?

2. What's future of Sigint?
   What's different boundary
   between close support &
   national sigint collection?

3. Charter legislation
   How would define how much
   info we gave Congress on clandestine
   collection? other oversight information

4. Secrecy in a democratic society
   Would
   criminal sanctions be
   desirable?

5. Legal restraints on intelligence

6. Personnel management

What adjustments in traditional procedures are needed for the new non-traditional generators?

·27 March 1978

PERSPECTIVES FOR NEW SUPERGRADES (Draft Schedule)

STATINTL
   30 April   ██████████████████

STATINTL
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              (Class introductions, course goals and.
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   1 May

   0830-1015   First small group meeting

                   Small group meetings are designed to provide class
                   members with the opportunity to share the data
                   each brings in addressing a series of questions
                   of Agency-wide concern in areas of resource and
                   personnel management, secrecy and security, and
                   the setting of priorities and evaluation procedures.

   1030-1200   "The General Officer Concept"   ██████████████

                   A senior officer with Agency-wide experience will
                   discuss the expanding scope of responsibilities
                   and concerns that may confront a supergrade. He
                   will also suggest the new opportunities for an
                   Agency-wide impact on the setting and management
                   of intelligence priorities, resource allocation,
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   1200-1300   LUNCH

   1300-1430   "Agency-Wide Personnel   Fred Janney
                   Management"

                   The Director of Personnel will focus on trends
                   in personnel staffing and management that
                   directly impact upon senior managers.

   1445-1615   Small group discussions (continuing)

   1800-2100   Dinner and informal discussion with
                   the DDCI

2 May

ADMINISTRATIVE — INTERNAL USE ONLY

0830-1015	Small group discussions (continuing)	
1030-1200	Resources Management	James Taylor

STATINTL

"Doing more with less" has been heard as the
challenge issued the Agency over the past few
years. The speaker(s) will deal with the accuracy
of this slogan, providing a picture of the current
situation for budget and resource allocation and offer
projections for the future. In particular (they)
will discuss the significance of the DCI's budgetary
powers under XO 12036, and how these impact directly
upon CIA. Trends in human vs. technical collection
will be considered. Possible future changes in the
organization of the Agency will be discussed.

STATINTL

1300-1430	Oversight--Legal and Organizational

The era of investigations has resulted in increasing
scrutiny of Agency activities, and the creation or
expansion of oversight mechanisms. This panel will
highlight the explicit nature of these changes, and
assess how they impact upon the ability of the
Agency to perform its missions.

1445-1615	Small group presentations and discussion
1800-2100	Dinner and informal session with Congressman, Senator or staffer involved in legislative oversight (preferably from Senate side, as SR 2525 about to go forward).

Informal discussion, in which Hill representative
would discuss Legislative concerns about the
Agency, and relate the major elements of SR 2525
and considerations leading to their inclusion.

3 May.

0930 (approx)   Leave ███ for HQ

Unscheduled until 1600, pending availability of DCI/DDCI

1600-?   Meet with the DCI and Deputy Directors.

                Concluding Remarks by DCI.

4 May

1730-1930   Reception in Executive Dining Room for class,
                with spouses.   Senior Agency officials invited.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)				
Perspectives for New Supergrades			DD/A Registry File (Personnel 18-2)	DD/A Registry 78-1289

FROM:		EXTENSION	NO.	
Director of Training 1026 C of C		3245	DATE 27 March 1978	

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DDA 7D24 Hqs	2 8 MAR 1978		ß	This is our latest draft. We are waiting for confirmation of some speakers. Probably Bill Miller, Senate Select Committee Staff, will take the evening session on 2 May. The program should be wrapped up by the end of this week. STATINTL ▓▓▓ Harry E. Fitzwater
2.				
3. D/Trng				
4. 1026 c of C				
5.				
6.				
7.				
8.				

DDA:JFBlake:kmg (28 Mar 78)
Distribution:
    Orig RS - DTR w/att
     1 - DDA Subj w/att
     1 - DDA Chrono
     1 - JFB Chrono
"To 3
    "Harry
    "Looks good! Should anything be added that
is more 'community' related?   /s/Jack Blake"
Att: Draft schedule of subject course

To 3

Harry

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STATINTL

6 MAR 1978

27 March 1978

PERSPECTIVES FOR NEW SUPERGRADES (Draft Schedule)

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STATINTL
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1030-1200	Resources Management (one or more of:

STATINTL

Tom Yale

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